



## Command's Guidance

**Purpose:** To provide my guidance to preserve and build upon the squadron's formidable warfighting capabilities and its ability to provide world-class aviation ground support.

### **Method:**

1. Mission. Marine Wing Support Squadron 271 (MWSS-271) provides aviation ground support to the Air Combat Element (ACE) of the Marine Air Ground Task Force and is combat ready at all times (100% accountability of all people and equipment and 95% medical and dental readiness are our minimum standards) We will achieve "mission capable" on all inspections. This will ensure the Workhorses are always ready for combat.

2. Ethos. As Marines and Sailors of character, we will always do the right thing by serving with professionalism and integrity in every aspect of our lives. We must always be guided by our Core Values - Honor, Courage and Commitment. Our Marines and Sailors are our greatest asset - preparing them to fight and win in combat is the absolute priority for the Workhorses' - period. Let no individual in this squadron - no team leader, no squad leader, no platoon leader, no company commander, no one - ever consider that they did not train their personnel to the level of mental readiness, physical readiness and competence necessary to win on the field of battle.

3. Fitness. Physical fitness is the cornerstone of all other forms of excellence. Fit Marines and Sailors are happy and come home alive. Education is the key to mental fitness, keep the service members under your charge engaged in the continued pursuit of knowledge. Morally fit Marines and Sailors don't lie, don't cheat, don't steal, don't use drugs, don't drink and drive and don't disrespect Non-commissioned Officers (NCOs). They do the right thing even when no one is watching. Spiritual fitness is an individual choice; however, it helps keep our moral compass at true north.

4. Communication. The key to the success of this squadron's mission is its ability to communicate up, down and laterally. This is not just an S-6 function; every Workhorse must communicate effectively. My priority for communication is (1) face to face, (2) phone and (3) e-mail. Remember sending an e-mail does not equate to completing a task. Refer to priorities (1) and (2) to ensure "comms are up".

5. Teamwork. Average talent and great teamwork will always outperform great talent and average teamwork. Teamwork is unselfishness, seeking to accomplish the mission and not being concerned with who gets the credit. By maintaining clear, timely and honest communication with each other, we will continually foster teamwork within the Squadron. One team one fight!

6. NCO Empowerment. NOCs are the backbone of MWSS-271. A unit lives and dies on the backs of its NCO leadership. Good squads, sections and platoons make an unbeatable combat ready Squadron. I'm relying on the "Workhorse" Corporals and Sergeants for the daily running of this Squadron!

End State: *Mission first, people always.* Nice bumper sticker...but what do I mean by this? While the mission comes first, it can only come first if we take care of our people...always. Our house must be in order if we are to be effective at work. Do the important family things and enjoy the time you have with them, because the Workhorses must be combat ready to deploy at anytime.



P. D. BAKER

1. **LEADERS MAKE THINGS HAPPEN.** I'm a big believer that leaders - fire team to squadron commander - are the catalyst to the accomplishment of great things. I want this thought to guide the actions of all Marines and Sailors in this unit regardless of rank. If you are in charge, accomplish things! If no one is leading, SOMEONE better take charge and MAKE THINGS HAPPEN! Normally, when things go wrong, it is the failure of a leader executing this philosophy at some level in the chain.
2. **EVERYTHING IS PREPARATION FOR COMBAT.** Every opportunity, both in garrison and in the field, will be focused on preparing for future combat operations. All decisions will be made with this in mind.
3. **ALWAYS FIND A WAY TO HAVE FUN.** Outstanding training coupled with a professional working environment and a genuine personal commitment to our Marines is what brings us all in every day. What we do is a serious and deadly business; if we can't laugh at ourselves along the way we will burn out. Everyone can't be a MARINE...enjoy the privilege and ENJOY LIFE!
4. **DO THE RIGHT THING.** All of us have some form of values that should guide our thinking in uncertain situations. Bottom line: If it doesn't feel right, or seem right, it probably isn't. FIX IT! Everyone in this command has a responsibility to do what is right. If we get it right once...we won't do it twice.